MASTER NEGATIVE NO. 95-82503-5

COPYRIGHT STATEMENT

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials including foreign works under certain conditions. In addition, the United States extends protection to foreign works by means of various international conventions, bilateral agreements, and proclamations.

Under certain conditions specified in the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specified conditions is that the photocopy or reproduction is not to be "used for any purpose other than private study, scholarship, or research." If a user makes a request for, or later uses, a photocopy or reproduction for purposes in excess of "fair use," that user may be liable for copyright infringement.

The Columbia University Libraries reserve the right to refuse to accept a copying order if, in its judgement, fulfillment of the order would involve violation of the copyright law.

Author:
U.S. Bureau of Foreign and Domestic Commerce
Title:
Practical aids to the independent merchant...
Place:
Washington, D.C.
Date:
1932

95-82503-5
MASTER NEGATIVE #

COLUMBIA UNIVERSITY LIBRARIES
PRESERVATION DIVISION

BIBLIOGRAPHIC MICROFORM TARGET

ORIGINAL MATERIAL AS FILMED - EXISTING BIBLIOGRAPHIC RECORD

BUSINESS
254
Un33

U.S. Bureau of foreign and domestic commerce.
... Practical aids to the independent merchant; retailer, wholesaler, manufacturer. 1932 ed.
Washington, Govt. print. off., 1932.
v, 24 p. 20 - cm.

At head of title: U.S. Department of commerce... Bureau of foreign and domestic commerce...
"Publications on domestic trade": p.18-24.

RESTRICTIONS ON USE:

TECHNICAL MICROFORM DATA

FILM SIZE: 35mm REDUCTION RATIO: 9x IMAGE PLACEMENT: IA (IIA) IB IIB

DATE FILMED: 6/5/95 INITIALS: DG

TRACKING # : MSH 05415

FILMED BY PRESERVATION RESOURCES, BETHLEHEM, PA.

PM-MGP 13"x18"
METRIC GENERAL PURPOSE TARGET
PHOTOGRAPHIC

0 mm

150 mm

100 mm

A4

A5

1.0

1.1

1.25

1.4

1.6

1.8

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

1.0 mm

1.5 mm

2.0 mm

2.5 mm

PRECISION℠ RESOLUTION TARGETS

Century

A&P

1303 Geneva Avenue
St. Paul, MN 55119

U.S. Bureau of Foreign and Domestic Commerce

Practical aids to the independent merchants ...

D254 Un33

Columbia University
in the City of New York

LIBRARY

School of Business

U. S. DEPARTMENT OF COMMERCE
R. P. LAMONT, Secretary
BUREAU OF FOREIGN AND DOMESTIC COMMERCE
FREDERICK M. FEIKER, Director

PRACTICAL AIDS TO THE INDEPENDENT MERCHANT

RETAILER
WHOLESALER
MANUFACTURER

1932 EDITION

UNITED STATES
GOVERNMENT PRINTING OFFICE
WASHINGTON : 1932

Nov. 4, 1932 RG

FOREWORD

The Department of Commerce has frequently issued economic studies to aid in solving the problems of the retail merchant in the independent store. As a result, the department continues to receive numerous requests for special help in meeting some of the difficulties which are confronting these members of our business community. A large part of the work of the department is devoted to assisting these groups, and inasmuch as requests for information of this type are constantly increasing it has seemed advisable to prepare a brief statement of this service, which, it is hoped, will not only be useful in answering such inquiries but also will serve to make the desired information available to a larger number of individuals and firms who can apply the facts and principles revealed in these studies.

The recent tendency toward mergers among manufacturing concerns and the growth in the chain-store movement has led some observers to predict the eventual elimination of the small manufacturer and merchant. The Department of Commerce holds no such belief. The resourcefulness and freedom of action of the individual will always go far toward offsetting the advantage of large-scale operations of the more complicated organizations. In fact, these characteristics are the most important factors in maintaining American business.

In the last analysis the independent merchant will maintain his place in proportion to the efficiency with which he performs his functions and renders a real service to the community. The man who is unwilling or unable to take advantage of new methods or new developments must, of course, risk ultimate failure, just as to-day the farmer who attempts to cut his grain with a cradle scythe could not hope to compete with the man who uses modern harvesting machinery. And so, too, with reference to the much discussed middleman, there might well be less talk about eliminating his entire calling and more consideration given to improving his methods and placing his operations upon a better economic basis as related to other distributive processes.

It is undoubtedly true that there are many individuals engaged in business to-day who are not fitted by training, experience, or ability to carry on such activities successfully. Such individuals, whether affiliated with large or small business, have always failed ultimately and will always be eliminated through competition. But the vast majority of independent business men with native ability, with a willingness to work, to utilize new methods,

COLUMBIA UNIVERSITY LIBRARY

Business

D 254
Un 33

and to take advantage of new conditions, and with a reasonable margin of capital, have as great opportunities for success to-day as ever before.

For certain types of business the big concern has an undoubted advantage over its smaller competitor. But in those lines of merchandising where success depends mainly on taking advantage of changing trade opportunities, on close watchful contact with market conditions, and on expert personal superintendence of operations, the small operator has many advantages over the large establishment.

The independent merchant who functions intelligently as purchasing agent for his community has a distinct opportunity to render a real social service. The neighborhood grocer can introduce those elements of personal attention and service which are much appreciated by the consumer and which can not so readily be supplied by a vast, impersonal corporation. This implies, of course, no disparagement whatever of the latter. The principal innovation introduced by the large corporation is better management and the recognized value of large-scale economies; but big business has no copyright on profitable methods, and mere bulk is by no means necessarily synonymous with efficiency.

Evidence is beginning to accumulate to show that the answer to some of our gravest problems of distribution lies in the curtailment of unnecessary costs in the performance of the retail merchant's function. Our studies have demonstrated that in many cases the profits in his field, which is the last and often the most crucial stage in our distribution process, are being lost through wasteful and unnecessary practices, such as the accumulation of "dead" stock, the soliciting of unprofitable customers, the striving for volume of business without regard to costs, the use of uneconomic credit practices or excessive delivery service. These are wasteful practices which, as a rule, the larger operators avoid. There are many examples which show that the independent merchant who will adapt these principles to his own business, retaining at the same time those features which make his store peculiarly a service institution to his neighborhood, does not need to fear competition from any source.

However, both the manufacturer and the distributor should remember that in the last decade business in this country has changed from a seller's to a buyer's market. The consumer no longer finds it necessary simply to accept the goods which are offered him. The successful manufacturer or merchandiser will find it necessary to study the consumer demands and preferences of his particular market if he would succeed in performing his proper function of providing needed commodities and services for his community.

There is in the maintenance of this type of merchandising a social problem of great importance.

Our Nation is built upon the individualism of our people—upon their initiative and their service to the community. There is a recognized place in the community for the independent business man who conscientiously strives to meet this need, and the services in the Department of Commerce described on the following pages were established to aid him in the attainment of that end.

PRACTICAL AIDS TO THE INDEPENDENT MERCHANT

WHAT EVERY MERCHANT KNOWS

A retailer in a Mid-Western city considered himself prosperous. He owned the building in which his store was located; he paid his bills on time; he employed good assistants and paid them well, and was able to draw out a salary of $50 a week for himself. A scientific analysis of his business by an unbiased outsider showed him that he would make more money by closing out his business, renting his store, and going to work for a competitor for $40 a week. He did not know the facts about his own business. It does not follow that he should abandon his own proprietorship; the essential thing is that he fully understand his position and the measures necessary to make it profitable.

A wholesaler doing a business in several States had hundreds of customers that he considered profitable. An analysis of his business showed him that he would make more profit by removing from his books nearly half of those customers and concentrating on the other half. These fundamental facts about his business, which he had not known before, saved him.

A large textile manufacturer believed his product was not selling in sufficient quantity in a large city in New York State. His sales department offered a plausible excuse for the small volume. The Census of Distribution, showing retail sales of stores handling this type of product, convinced the manufacturer and the sales department that they were not getting their share of the business. A man was sent into the territory and succeeded immediately in securing the accounts of two new wholesale customers.

These examples show that nothing can take the place of facts. They are the most valuable assets of any business. Where can the independent business man get them and how can he apply them?

The business man who wants to make more profit, who must reduce his inventory, cut his expenses, speed up turnover, improve his credit with those from whom he buys—all necessary if he is to meet modern competition successfully—wants practical aids. The Department of Commerce, acting as the business man's service organization, has collected information of the most practicable kind about his business and others like it, and urges him to use this information fully and freely. This booklet informs him as to the wealth of facts available, and how easily he can get them. It urges him to apply

these facts to his own business, that it may be more profitable both to himself and to his customers and creditors.

SOME QUESTIONS FOR THE MERCHANT

Cost analysis.—How can the cost of selling a particular commodity be analyzed to tell whether it is profitable or unprofitable?

Market analysis.—How measure the retail market that should be served by a store? A certain density of population is necessary for a grocery store, but a different number of families is required to support a book store or a department store. Transportation facilities, the demand of certain localities for unusual service—all these things must be considered, not in the light of guesses or surmises, but in the light of known facts. What facts? Where can the merchant find them? These problems of local taste and merchandise selection are common to all communities, and there is a tested way of studying them.

Store arrangement.—How should a merchant locate the various departments or different kinds of merchandise in his store? Does experience show that cigars and tobacco should be placed near the door of a drug store? Where should bakery goods be placed in a grocery store? Should dry goods be on the first floor of a department store or on an upper floor? What is the experience of the mercantile world in general?

Budget control.—What will budgetary control do for him? Is the budget too complicated for the busy independent merchant? How can he estimate sales for a year ahead, or expenses, or stocks to be carried?

Personnel training.—Is the sales force efficient or only half efficient? How can he improve it? If a campaign of education is to be undertaken, what lines shall it follow? Is the course of education to be undertaken during store hours or after hours?

Cooperative advertising.—Will cooperative advertising bring more business or will it submerge the individuality of his store? If this type of advertising is to be used, with whom shall he cooperate and what items shall he advertise?

Leased departments.—If one department lags behind others in the store, shall it be discontinued, or shall it be leased to an outsider? If leased, what return shall be asked? What shall be the terms of the lease?

Traffic congestion.—Is the vehicular traffic in front of the door a help or a hindrance to business? If a hindrance, what can be done about it? Is it profitable to bring customers from residential districts to the store in busses? If traffic is to be restricted, what shall the restrictions be and how shall they be enforced?

Time studies.—What is a time study? How can employees be timed? How can the results of the time study be applied to improve the business?

Slow-moving stock.—How can a record be kept of slow-moving stock? Is extra help necessary to keep records? How detailed should these records be? What can be done with them?

Customer demand.—Is there a simple method of recording those commodities for which customers make the most frequent demand? Can such a method be introduced by a merchant whose business is small and whose help is meager?

Inventory.—How large should an inventory be? How can it be cut? By dropping entire lines, or only certain parts of those lines?

Operating expenses.—What are the usual operating expenses for retailers in a particular line of business? What should be the volume of sales in a grocery store, for example, in order to cover those expenses? What is happening to merchants who do not consider these points carefully and do not decide them definitely?

Salaries and wages.—What are the average salaries paid for full-time and part-time employees in various lines of trade?

Cash and credit.—What per cent of cash sales and what per cent of credit sales are reasonable with relation to total sales in any particular trade?

Installment selling.—What portion, if any, of the store's business should be done on the installment plan? What should the down payment be? Over what period should the balance be extended? Should a credit bureau be used to determine the customer's credit standing? What attitude should be taken if the customer wishes to return merchandise bought on the installment plan?

SOME QUESTIONS FOR THE MANUFACTURER AND WHOLESALER

Market data.—What are the facts which must be known concerning the market to be sold? What is the population and how can purchasing ability and purchasing habits be more accurately gaged?

Sales area.—How far can sales efforts be extended economically? Should a sales area be fixed for an entire business, or should different areas be assigned to different commodities?

Order analysis.—What is the minimum profitable order that can be filled? What portion of the business is being done in unprofitable orders? How best can this proportion be stimulated or eliminated?

Inventory control.—How determine the quantity of a commodity to be stocked? What can be done to determine the most profitable rate of turnover?

Credit.—What precautions are possible in guarding against losses from bad debts? What is the experience in particular trades? In particular territories?

Cost allocation (wholesalers).—How can the profitability of an item be determined? How can the costs of handling it be determined?

128951°—32——2

Market potentials.—How determine the real capacity of a particular territory for a particular product?

Competition demands that the merchant answer the foregoing questions as correctly as possible, if he is to stay in business. Such answers are known, if only the merchant will take advantage of them. Many merchants do not know where to find this information; many do not have the time or means to look for it. The Department of Commerce either has this information or knows where and how it can be obtained. It can help these merchants to find it, as it has helped many others.

WHY HAVE THESE QUESTIONS ARISEN?

That function of business known as distribution, especially wholesale and retail distribution, has long suffered from a lack of accurate knowledge of its own operations. Manufacturing, the production end of business, has the benefit of much better knowledge about itself and has profited accordingly.

The course of raw materials through the processes of manufacture, the cost of these processes, and other pertinent information, have been studied exhaustively and have been recorded accurately. Guesswork and inefficiency have to a considerable extent been eliminated from manufacturing. Distribution, however, has lagged behind, because of the easy competitive conditions which formerly prevailed, the inadequacy of information on markets and marketing costs, and the imperfect use, by both manufacturers and merchants, of information that already existed.

AN ORGANIZATION TO HELP DOMESTIC COMMERCE

The Department of Commerce is well situated for certain types of research work. Research is essential to sound business operations, but much of it can not be performed by the average business man without assistance. Because the department has established confidential relationships with business men everywhere, it is able to obtain essential and specific facts that are not available through the usual forms of cooperative action. This confidence is scrupulously respected, and no information is ever revealed which could disclose individual operations.

The Department of Commerce is now organized to meet the growing demand for specialized service as to markets, costs, and individual applications of available data and experience to specific phases of marketing. A complete list of its publications on these subjects appears on page 18.

I. BETTER KNOWLEDGE OF COSTS AND METHODS

A. Local Studies for National Benefit

The Department of Commerce has at its command definite methods of cost and operation analysis, which can be adapted to individual problems to reveal specific inefficiencies in distribution. These are the products of many years of earnest cooperation between leaders in every trade and the department. Typical firms are selected as test cases and are subjected to thorough analysis, so that published results are the story of business itself.

The Louisville Grocery Survey.—This survey, illustrative of the principle just described, included an intensive study of 26 retail and 4 wholesale grocery firms in Louisville, Ky. Turnover by items, profit by items, sources of supply, distribution of maintenance, selling, credit, and administrative expenses among the various kinds of merchandise carried, were some of the features of this study. From the facts derived, even more intensive analyses were made in specific lines. From the study of canned foods, for example, it was learned what items sold best, in what sizes and varieties, and which returned the most profit. Similar intensive analyses were made of fresh fruits and vegetables, tea, coffee, and cocoa, salad dressing, and other items.

Through the facts thus ascertained, grave and sometimes quite unnecessary losses were found to abound through every phase of distribution in the grocery trade from manufacturer to consumer. The reason was very often found to lie in inaccurate or incomplete records which failed to disclose real sources of profit and loss. By way of example, each of two stores examined had an inventory investment of $3,500; the sales volume of the first amounted to $115,000 and that of the second to only $25,000. The first grocer turned over his stock 33 times, the second but 7. The distinction lay not in type of customers, size of market, nor to any controlling extent in selling effort, but rather in the intelligent selection of kinds and quantities of merchandise that permitted one man to turn over his goods frequently while a large part of the other's investment lay too long on his shelves.

As the direct result of that survey, 25 out of the 26 stores examined have since succeeded either in doing a larger gross business on the same capital investment or in showing a larger net profit from the old volume.

Wholesalers are necessarily interested in the disclosure that the number of salesmen calling upon any of these retail stores was in the aggregate responsible for an expense far larger than could be justified by the net business secured. Reducing this issue to an absurdity, more salesmen entered one of these stores during the course of a particular day than did customers. Such revelations brought

home to wholesalers more pointedly than ever before the necessity of making both their goods and their selling efforts account for themselves individually in terms of investment and net return.

The complete results of the Louisville survey are included in the following series: Part I, Census of Food Distribution; Part II, Costs, Markets, and Methods in Grocery Retailing; Part III, Merchandising Characteristics of Grocery Store Commodities; Part IV, Wholesale Grocery Operations.

Emphasis here is not on the results that happened to materialize in these stores, but rather on the evidence they supplied of unbalanced accumulations of merchandise in almost all stores and the fact that such mistakes can be brought to light in an orderly way. The results will vary in almost any store, but the principles are universal.

National Drug Store Survey.—Another merchandising project was the National Drug Store Survey, conducted in St. Louis by the department with the cooperation of 30 trade groups representing the manufacture, wholesaling, and retailing of products sold through drug stores. In this survey such phases of drug-store operation as merchandising, display, consumer demand, packaging, multiple sales, and store arrangement, were covered thoroughly. Three publications have thus far appeared summarizing the results of the survey: Drug Store Arrangement; Causes of Failure Among Drug Stores; and Prescription Department Sales Analysis in Selected Drug Stores. Others will appear until the entire survey has been recorded in form available for wide distribution, and the drug trade itself will work with the department through its organized groups in the application of the findings to individual stores. At a meeting of 800 representatives of the drug trade in St. Louis at the completion of the survey this accomplishment of the department was enthusiastically approved.

B. How 25 Wholesalers Keep Costs Low

The causes of loss and errors in management brought to light by the Louisville survey are generally believed to be common to retail and wholesale establishments throughout the country. For the purpose, therefore, of identifying methods of control through which many of these losses might be avoided, a study was made in cooperation with the National Wholesale Grocers Association of 25 low-cost wholesale grocers in various parts of the country.

C. Individual Case and Problem Studies

Case studies have been made of wholesalers and retailers in a number of trades in the effort to identify outstanding examples of profitable and unprofitable management.

In one wholesale hardware house the proprietor was able to increase his dollar profits 35 per cent

by dropping his unprofitable accounts (50 per cent of the total), cutting his sales territory one-third, and reducing his inventory from 12,000 to 6,500 items. The method employed in bringing about these results was described in a pamphlet entitled "Analyzing Wholesale Distribution Costs." A wholesale grocer was found to carry 2,100 items in his inventory, in contrast with the 700 items carried by a representative grocery chain-store warehouse handling an even larger volume of business. The expense of operating some of the departments of this business was found to be disproportionate to the others, in spite of the fact that a smaller amount of business was handled. The results of this investigation were published in a pamphlet entitled "The Wholesale Grocer's Problems: Costs, Customers, and Commodities."

The exact system employed by one retailer in identifying and eliminating unprofitable parts of his business has been explained in detail in the publication "Retail Profits Through Stock Control." Through a simple method of record keeping, which did not require additional clerks, he was enabled to pick out and discard those items for which his customers made little demand. He then reduced his stock to strictly live items and eventually succeeded in decreasing by 60 per cent the number of items originally carried, without affecting his ability to give a proper trial to new goods. Although the money invested in stocks was reduced by 8 per cent, his sales were increased by 20 per cent and net profits by 50 per cent.

From a somewhat different angle the Department of Commerce has been attacking other retail-store problems and has published its findings under such titles as "Measuring a Retail Market," "Retail Store Location," "Retail Store Planning," "Budgetary Control and Retail Store Management," "Educating a Retail Sales Force," "Cooperative Retail Advertising," "Department Leasing in Retail Stores," and "Vehicular Traffic Congestion and Retail Business." These brief analyses are designed to illustrate methods of approaching these problems as they have been developed in successful practice.

D. Model Stores

In connection with the Louisville Grocery Survey, a model grocery store was set up in cooperation with business men of the community, for the guidance of retail grocers. This model store embodied the best thought and experience of leaders in the grocery field, and represented the ideas of trade experts on store arrangement. This model has resulted in the widespread modernization of grocery stores not only in Louisville but in many other sections as well. Plans of the model store have been widely distributed by the Department of Commerce, and it has been duplicated in a number of other communities on their own initiative. A report from one

city alone showed 350 stores to have been remodeled in a short time.

E. Checks on Credit Policies

A national survey has been made of retail credit practices. This survey brought to light information on credit losses in various lines of business; the percentage of business done for cash, on open accounts, and on the installment plan; and the use of credit bureaus. Reports were obtained from some 2,300 retailers doing over $5,000,000,000 worth of business. This study is being continued on more restricted lines in cooperation with the National Retail Credit Association, and the results are being published every six months. These studies are useful in providing a basis of comparison against which the individual merchant may check the relative efficiency of his own credit policies.

Independently of this basic survey, the causes of business failures and bankruptcies are being traced through both the court records and the personal statements of bankrupts in selected cities.

F. Manufacturers' Costs

In cooperation with the trade associations chiefly concerned, the department has made a close study of many of the costs incurred in producing and distributing such products as blueprints and marking devices. In every case items of expense were disclosed that bore entirely too high a relationship to the value of the services rendered. The manufacturers have allowed themselves to be guided by these facts in readjusting their production schedules and sales methods, with the effect of realizing important savings throughout both processes.

G. The Cost Factor in Market Studies

It is understood, of course, that no absolute distinction can be drawn between cost and market research. The two fields overlap, and the conclusions reached in one very naturally and frequently suggest reforms in the other. Mention will presently be made of market studies undertaken by the department for the confectionery, dry goods, hardware, furniture, and jewelry trades, from all of which valuable evidence emerged touching the factor of cost itself.

II. BETTER KNOWLEDGE OF MARKETS

The efforts of the Department of Commerce in this important field are directed toward the compilation of data upon which manufacturers and other distributors can more accurately build their marketing plans, particularly in the sense of identifying profitable territories and distribution channels.

A. The National Market by Counties

Market Data Handbook of the United States.—The department supplies statistics to help in the development of advertising and sales quotas, and the mapping out of profitable sales territories. This information, which is gathered from both governmental and nongovernmental sources, is presented to the business man in the Market Data Handbook of the United States. This book contains statistics on both consumer and industrial markets. Population, manufacturing, farm incomes, bank deposits, income-tax returns, telephones, number of houses wired for electricity, automobile registrations, and estimates of the number of wholesale and retail outlets are among the significant sales indicators included. These figures are for the first time compiled on the basis of county units. State lines had long since been shown to be inadequate for the purpose. This book was given the 1929 Harvard Advertising Award as "conspicuous in furthering the knowledge and science of advertising." This information is kept current by means of periodic supplements.

As an aid in formulating sales and advertising plans there have been released to date studies of the concentration of markets for consumer commodities in Massachusetts and Connecticut. A separate study for each other State is planned.

B. The National Market by Geographic Regions

American business men have learned that a single advertising and sales campaign is not always adequate for the entire continental United States. Pronounced local differences in living habits, tastes, climate, and traditions have their inevitable effect on the demand for goods.

In order to analyze this vast domestic market, the country has been divided into nine regions which have certain common interests in distribution and marketing. These regions are New England. Central Atlantic, Southeast, Mid-West, Gulf Southwest, West Mid-Continent, Central Northwest, Pacific Northwest, and Pacific Southwest. The program includes surveys of the various areas. There have been published Commercial Survey of the Southeast; Commercial Survey of New England (in three parts—Part I, Industrial Structure of New England; Part II, Commercial Structure of New England; Part III, Market Data Handbook of New England); Commercial Survey of the Pacific Southwest, and Commercial Survey of the Pacific Northwest.

C. Regional Markets by Commodities

The principle of territorial differentiations is even more intensely emphasized in the studies currently being made of regional markets by commodities. The first work completed in this field is that of Distribution of Dry Goods in the Gulf Southwest;

72 wholesale houses with net sales of over $120,000,000, 376 retail stores with net sales of nearly $251,000,000, and 21 chain systems with net sales of $162,000,000 contributed to this study. The information thus secured made possible the delineation of logical wholesale distributing areas throughout the entire Gulf Southwest area.

Such features as sales analysis and stock control, sales promotion and advertising, kind and extent of credit business, and advantageous rates of stock turn were given special attention throughout the course of the study. Its purpose was not simply to obtain a mechanical picture of the dry-goods trade in that district, but to identify the management policies which made for best results and which might make for better results in the dry-goods trade anywhere. Large quantities of this publication have been distributed by manufacturers among their wholesalers and branches, and by wholesalers throughout their retail trade.

Similar regional studies for the hardware, furniture, and other trades have been made or are in process. Studies of the petroleum and cotton industries in the Gulf Southwest, both of which as basic industries help to determine the character and size of the consuming market for all commodities, have been completed and published.

D. National Markets by Commodities

Confectionery.—An instance of aid to a complete industry is that of the services rendered by the department to the confectionery trade. A national distribution survey pictured the movement of different classes of confectionery throughout the country to their most logical markets. Since then, reports of current sales have been deposited with the Department of Commerce monthly. These reports provide the industry with information through which to estimate the seasonal variations and the month-to-month possibilities of their markets, and so enable them to keep their operations in line with changing market requirements.

As an additional check on the profitableness of the markets thus charted, cost studies have been undertaken in cooperation with the industry. These cost studies, based upon the methods of cost analysis developed at Louisville, have made possible the elimination of unnecessary distribution charges. This work of cost analysis is gradually being extended to the entire industry, both with the help of the Department of Commerce and by independent application. The confectionery industry has demonstrated the possibilities in this direction and is leading a general movement for a vertical examination of costs by individual trades.

Jewelry.—A similar project has been undertaken for manufacturers, wholesalers, and retailers of medium and low-priced jewelry. Through cooperation with the organized manufacturers, a thorough analysis of manufacturing and distribution costs

and methods has been made and published. This study provides a basis both for more accurate measure of markets and for useful comparison of operating costs and methods. A study of the retail operations in this trade has been completed and an analysis of the wholesale distribution of the product is also a part of the program. Thus, there will be provided a complete picture of costs and markets for this entire industry.

Canned goods.—Statistics on production of various canned goods, sauerkraut, mayonnaise, and other popular food products are similarly collected at regular intervals. This survey of the demand for canned foods provides help for the retailer. The object of this survey was to determine what purchasers of these products thought of the goods and how they purchased them, whether their preferences were for canned goods or for raw products. It indicates to the distributor that the consumption of canned foods in winter is from two to eight times as great as in summer, the greatest difference being among consumers in the lower-income group. It indicates other types of information which provides the retail distributor with certain facts which will assist him not only selling but in buying canned commodities.

Paints.—Paint requirements of the United States have been surveyed by seasons, types of population, and other factors entering into the consumption of paint.

Industrial goods.—Methods best suited to the marketing of machinery to industry have been carefully studied. A preliminary analysis of industrial markets for such equipment has been based on the Market Data Handbook of the United States and other dependable sources. Information is distributed on production, consumption, consuming areas, and methods of distribution of iron and steel, marketability of new products, and discovery of new uses of established products. Analyses are made of the effect of the iron and steel import trade on the stability of domestic markets, the volume of sales of domestic products, and the price of domestic merchandise.

Checking stocks on hand.—Illustrative of the modern outlook on distribution problems, a number of industries are depositing with the department periodic reports of their sales and stocks on hand. Such inventories are now being taken semiannually of retail stocks of automobile tires. An annual check is made of retail stocks of waterproof rubber footwear and of tennis shoes, to determine carryover at the end of the principal purchasing seasons. Surveys supplementary to the regular Biennial Census of Manufactures have been made on several occasions since 1925, covering the consumption and stocks of crude and reclaimed rubber. Quarterly surveys are made of stocks and sales of electric heating appliances. Data collected on the radio

industry show the number of sets by States, material in sets, and maximum capacity of radio manufacturers. The department has for three years conducted quarterly surveys of radio dealers' and wholesalers' stocks and sales. Periodic reports of sales and stocks on hand of selected dealers in electrical equipment are prepared and released as current market indicators.

Other trades similarly served.—The above list of projects is not intended to be exhaustive, but rather illustrative of the type of information being sought by business in cooperation with the Department of Commerce as an aid to better merchandising. Many of these market studies also throw light on cost questions. In one form or another, aid is given to manufacturers and wholesalers of every trade in assembling information upon which to determine and develop logical markets for their products.

E. Census of Population, Industry, and Agriculture

To many persons the Bureau of the Census is a vast statistical organization which once in 10 years counts the population. That is one of its primary functions, it is true, but that bureau engages in many other activities which are of prime importance to the business man. For example, it takes a census of our manufacturing industries once every two years, and from the data gathered compiles accurate and unbiased information on the quantity and value of each important product made in American factories. At the same time, it collects information on the number of wage earners, wages paid, value of material used in manufacturing, and power consumed. Every five years the Bureau of the Census takes a census of agriculture, which includes, among other factors, the production and disposition of farm products. It also periodically compiles vital statistics and statistics regarding wealth, public debt, taxation, water transportation, and the electrical industries.

F. Census of Distribution

Lacking statistical information on distribution, we not only could not estimate the total volume of business done at retail, but we could not even guess it within $10,000,000,000. Retail trade has become so complicated that drug stores are now department stores; tobacco stores are lunch rooms, and sell also toilet articles and cutlery; hardware stores sell furniture; clothing stores sell jewelry; and grocery stores sell medicines. Under such confused conditions it is extremely difficult for a manufacturer or a wholesaler to gage his market accurately. The Census of Distribution is one of the most far-reaching efforts ever made to supply a remedy. As a result of this census we know for the first time that the retail business of the United States amounted to $53,000,000,000 and that the wholesale trade was approximately $70,000,000,000.

The Census of Distribution provides definite information on the flow of commodities to specific communities by types of outlets, such as has never before been available.

Building upon these facts, manufacturers are enabled to identify much more definitely both the logical markets for their products and the logical channels through which to move them. Wholesale and retail merchants will not have to rely so completely upon mere estimates in planning their business. Consumer markets, average costs of doing business, average employee's wages, sales per dollar of wages, average inventories, rents, interest paid—these, and other important data, by type of business, the Census of Distribution is supplying.

Even before this census was begun the practical possibilities in it had been exemplified by the experimental census of 11 cities taken in 1927.

G. Survey of Current Business

In July, 1921, there was inaugurated a new service of great practical value to business men in the study of business and industrial changes, as well as in the study of sales and markets. This service was greatly augmented during the summer of 1931. This service, known as the Survey of Current Business, is designed to present each month a picture of the business situation by setting forth the principal facts regarding the various lines of trade and industry.

The Survey of Current Business is threefold in its service, including:

1. A monthly of 56 pages containing an interpretive text with charts, supplemented by monthly statistics on about 2,100 items covering every phase of American trade and industry and running back 13 months.
2. An annual supplement of 300 pages; the 1932 volume contains monthly data for the past seven years and covers the same 2,100 items contained in the monthly.
3. A 4-page weekly supplement containing weekly and monthly data made available during the previous week, and mailed to subscribers each Thursday.

The subscription price for this threefold service—the annual supplement, the 12 monthlies, and the 52 weekly supplements—is $1.50 per annum.

H. A Clearing House for Trade Experience

Marketing aids available in the Department of Commerce are not confined to its own resources alone. A great volume of information resulting from the activity of other governmental agencies, trade associations, research bureaus, business colleges, advertising agencies, trade periodicals, and business houses, comes to it continuously. This wealth of information, covering every phase of

business management, is classified, digested, and made available for distribution among the thousands of business men who use it. It represents substantially the best and most up-to-date thought and business experience of the day. It is a source of suggestions to which business men can turn for guidance on almost every merchandising problem.

III. OTHER SPECIALIZED AIDS

Packing.—A series of pamphlets has been issued describing in detail the best methods of packing commodities for domestic shipment. The adoption of these methods, according to information volunteered, has resulted in a saving of many thousands of dollars to individual shippers and has thus helped to reduce one source of economic waste.

Cotton.—A great deal has been done in cooperation with governmental and other private agencies toward finding new uses for cotton. "Cotton Fabrics and Their Uses" is the title of a bulletin representing a composite of information from thousands of manufacturers and merchants toward this end. Other publications in this same field will be found listed in the appendix. (See p. 19.)

Machinery obsolescence.—One of the problems on which comparatively little is known, but which is recognized as one of the important causes of waste, is obsolescence of machinery. The department's work in this field is represented by studies recently made of knitted outerwear machinery in Philadelphia, Cleveland, and New York.

Motion-picture surveys.—Aid has been given to the motion-picture industry through surveys offering experience reports based on successful results obtained by best production and distribution methods. A list of nontheatrical film sources has been compiled for the use of potential exhibitors of business films. A survey is being conducted for the determination of values of motion pictures for education and trade-promotion purposes.

Transportation.—Extensive studies have been made of traffic of commodities on inland waterways and of wholesale warehousing. Operating costs of carriers on inland waterways, motor-truck transportation, and material handling have been similarly analyzed. At the suggestion of the associated traffic groups, a publication has been prepared and issued, entitled "Industrial Traffic Management: Survey of Its Relation to Business."

Tobacco.—A weekly trade news release on tobacco is published.

Simplified practice.—Useless duplication of sizes, dimensions, patterns, and models in commonplace goods has placed a heavy burden upon merchants, wholesale and retail, by forcing them to carry heavy inventories, thus restricting turnover and reducing profits. Reduction of these unnecessary units has been effected in 133 industries in cooperation with the industries themselves.

Building trades data.—The construction industry is one of the most important in the country, and much of the work is carried on by small contractors, subcontractors, building-material dealers, and real-estate firms. In 1921 the Division of Building and Housing was established in the Department of Commerce to assist in solving some of the outstanding problems of the building industry. Among its accomplishments have been cooperation with cities in the development of better and more economical building codes; improved coordination of public and private construction; furnishing information on zoning and city planning; improved housing; and the encouragement of home building and home ownership. A booklet entitled "How to Own Your Home" has had a sale of nearly 350,000 copies, and has assisted thousands of individuals in home ownership on a sound economic basis.

Among other statistical services, the division collects and distributes each month the retail prices, in more than 50 cities, of 24 leading building material items used in house construction.

IV. HOW INFORMATION IS MADE AVAILABLE

The vast field of marketing information available in the department, secured from its own and other sources, is brought to business men through three distinct channels:

1. *Publications.*—As rapidly as the results of the department's own research surveys and studies are completed, they are published and distributed to business men concerned throughout the country. Through the department in Washington, the Government Printing Office, the district offices of the department in important commercial cities throughout the country, the thousands of trade associations which are listed by the department, business is notified of the latest advances in the war against waste in distribution. Trade journals cooperate to keep their readers informed. Speakers before trade groups and in radio presentations give the facts to the public. Outstanding developments in the merchandising field are also summarized and reported in the department's periodical "Domestic Commerce," published three times a month. A list of the publications now available appears at the end of this pamphlet, beginning on page 18.

2. *Individual services.*—A special service is maintained to answer the specific questions of individual business men which may be brought to the attention of the department directly or through its district offices. Every available resource of merchandising information is brought to bear on these specific questions in the effort to reach as nearly complete a solution as collective modern business experience can provide.

The department thus functions as a clearing house for merchandising information both in Washington and through a decentralized system of district

offices that can easily and quickly serve every section of the country. The demands for individualized help of this type increased from 19,000 in 1924 to a half million in 1930.

3. *Trade and community group services.*—The Department of Commerce is also helping individual communities and trades to attack their common problems collectively. This community application plan is managed sometimes by the local chamber of commerce, sometimes by trade associations, and sometimes by individual wholesalers for the benefit of their own retail trade. The plan provides a discussion program that is continuous, that covers systematically and consecutively all the major problems confronting manufacturers, wholesalers, and retailers in any one community or trade, and which makes use for this purpose of the best modern data on those problems.

The talks at a planned series of meetings are prepared by the merchants themselves, not outsiders, on the basis of material supplied by the nearest district office. For example, the subject of the first meeting in one city was net profits. It was broken down into the factors that go to make net profits, such as turnover, mark-up, mark-down, volume, and gross margin. The second meeting discussed overhead in terms of rent, light and heat, salesmen's compensation, and delivery. The third meeting went into cost of credit. The net effect of this program is to enable entire communities of merchants to learn and to think about what is actually being done on the many questions turned up by the hurly-burly of twentieth-century business and which are harassing some of them so gravely. Instructions in the method of organizing these community application plans may be secured from the nearest district office or from the department in Washington.

4. *Merchandising information service.*—In order to effect the widest possible distribution of practicable, up-to-date information among business men, the Marketing Service Division of the Department of Commerce equips trade associations and chambers of commerce with abstracts and digests of new ideas, methods, and current marketing information and practices, which they in turn make available to their membership. This service is rendered only to organizations which specifically request it, and which demonstrate that they are equipped to develop its use by their membership in the interests of more efficient business.

These mimeographed abstracts, collected currently from all available authentic sources, are coded ready for automatic filing. They are supplemented by classified lists of sources of basic information on marketing and merchandising, and by titles of pertinent Government publications which are available.

By this plan of cooperation, business data formerly used to answer queries of individuals are now made available to the aggregate membership of a large number of trade associations and chambers of commerce throughout the United States.

FOREIGN TRADE

For many years the Bureau of Foreign and Domestic Commerce has functioned as a source of information on economic conditions and business opportunities in foreign countries. In compliance with demands from business men, the bureau now has representatives in all important markets of the world who are engaged in promoting our export trade. The Department of Commerce has rendered and is rendering important service to thousands of exporters by acquainting them with the possibilities in markets abroad and by furnishing them with information as to procedure in the conduct of foreign trade, thus enabling them better to compete with the exporters of other countries.

CONCLUSION

It would take a volume many times the size of this pamphlet even to catalogue the services of the Department of Commerce available to the individual merchant and manufacturer; enough has been said to point out briefly the general scope of the department's activities in their behalf. While the law requires that many of the department's publications shall be sold at a nominal price, its informational services are free. Any American business man can secure from the department or one of its branch offices the studies and data, described herein, indicating the way in which profits may be increased through the elimination of wasteful and unnecessary trade practices.

"The elimination of waste is a total asset. It has no liabilities."—Herbert Hoover, as Secretary of Commerce.

PUBLICATIONS ON DOMESTIC TRADE

(Directions for obtaining these bulletins on page 24)

CURRENT MERCHANDISING DEVELOPMENTS

"Domestic Commerce." A multigraphed publication, issued three times a month, which contains brief articles on significant developments in the field of domestic trade and industry.

RETAIL

Retail Store Problems. Domestic Commerce Series No. 9. A study of retail store problems originally issued as separate bulletins under the following titles; "Measuring a Retail Market," "Retail Store Planning," "Retail Store Location," "Budgetary Control in Retail Store Management," "Education of a Retail Sales Force," "Cooperative Retail Advertising," "Department Leasing in Retail Stores," and "Vehicular Traffic Congestion and Retail Business." 20 cents.

Analyzing Retail Selling Time. Distribution Cost Study No. 2. Methods of utilizing efficiently the services of sales clerks and the practical achievements of an actual business concern in this direction. Available only for reference, in libraries or the Bureau of Foreign and Domestic Commerce and its branch offices.

Retail Profits Through Stock Control. Distribution Cost Study No. 3. Shows how one retailer, through a simple method of record keeping, not requiring additional clerks, was able to solve many of his problems. 5 cents.

Reading lists on: Cooperative retail advertising; Retail store location; Retail store planning; Window display advertising; Chain stores; Consumer analysis; Education of a retail sales force; Retail delivery. Free. (Other retail bulletins are included in the list of "Trade and commodity studies" that follow.)

WHOLESALE

Analyzing Wholesale Distribution Costs. Distribution Cost Study No. 1. Shows how a hardware wholesaler increased his profits by reducing inventory items, dropping unprofitable accounts, and reducing sales area. Available only for reference, in libraries or the Bureau of Foreign and Domestic Commerce and its branch offices. (Other wholesale reports are included in the list of "Trade and commodity studies.")

CREDIT

Credit Conditions and Causes of Failure Among Philadelphia Grocers. Trade Information Bulletin No. 700. 10 cents.

Credit Extension and Business Failures. Trade Information Bulletin No. 627. A study of credit conditions among grocery retailers in Louisville, Ky. 10 cents.

Causes of Business Failures and Bankruptcies of Individuals in New Jersey in 1929–30. Domestic Commerce Series No. 54. 10 cents.

National Retail Credit Survey:

- Part I.—Domestic Commerce Series No. 33. A nation-wide survey of retail credit operations of department stores; stores selling furniture; women's, children's, and infants' wear; men's and boys' clothing; general clothing; boot, shoe, and other footwear; fur goods; and dry goods. 10 cents.
- Part II.—Domestic Commerce Series No. 34. Covers retail credit operations of automobile and accessory dealers and stores selling groceries, bakery products, radio sets and supplies, electrical appliances, and jewelry and optical goods. 10 cents.
- Part III.—Domestic Commerce Series No. 36. Covers retail credit operations of stores selling hardware; coal and wood; lumber and building material; hay, grain, and feed; paint, oil, and varnish; plumbing and heating fixtures and supplies; stoves and ranges; house furnishings; drugs; musical instruments, etc. 10 cents.

Retail Credit Survey:

- January-June, 1930. Domestic Commerce Series No. 42. 10 cents.
- July-December, 1930. Domestic Commerce Series No. 46. 10 cents.
- January-June, 1931. Domestic Commerce Series No. 53. 10 cents.
- July-December, 1931. Domestic Commerce Series No. 64. 10 cents.

Reading lists on: Installment buying and selling; Returned merchandise. Free.

TRADE AND COMMODITY STUDIES

Advertising:

- Advertising for Community Promotion. Domestic Commerce Series No. 21. A study of community advertising problems and methods and expenditures for such programs. 10 cents.
- Direct Mail Advertising and Selling. A reading list. Free.

Chemicals:

- The American Chemical Industry. Trade Promotion Series No. 78. 20 cents.
- Naval Stores. Trade Information Bulletin No. 454. Production, consumption, and distribution of turpentine, rosin, and other pine products in important countries. 10 cents.
- Potash. Trade Promotion Series No. 33. Significance of foreign control and economic need of domestic development. 10 cents.

Confectionery:

- Confectionery Distribution in the United States. Domestic Commerce Series No. 31. 10 cents.
- Confectionery Distribution in the United States, 1927–1929. Domestic Commerce Series No. 41. 10 cents.
- Confectionery Distribution in the United States, 1929–30. Domestic Commerce Series No. 50. 10 cents.
- Distribution Cost Problems of Manufacturing Confectioners. Distribution Cost Study No. 10. Problems of modern distribution in the confectionery manufacturing industry. 10 cents.
- General information on: Chewing gum; Almonds; Filberts; Peanuts; Pecans; and Walnuts. Separate reports. Free.
- Monthly Report of Confectionery Sales. Free.

Cotton Products:

- Cotton Production and Distribution in the Gulf Southwest. Domestic Commerce Series No. 49. 80 cents.
- Cotton Fabrics and Their Uses. (Revised edition.) Free.
- It's a Gift. Suggestions for appropriate Christmas gifts. Free.
- New Uses for Cotton Series:
  - The Tarpaulin. Winter use of tarpaulins in the construction industry. Free.
  - Hospital Survey. Use of color in hospitals. Free.
  - The Citrus Tent. Scale control through the cotton fabric fumigation tent. Free.
  - Cotton in the Rubber Tire and Tube Industry. Free.
  - The Use of Cotton in Interior Decoration. Free.
  - The Play Tent. Free.
  - The Automobile Trunk. Free.
  - The Athletic Field Tarpaulin. Free.
  - Cotton and Miniature Golf. 1930. Free.
- Speaking of Vacations. Suggestions for use of cotton manufactures on vacation trips. Free.

Drug Stores Trades:

- Drug Store Arrangement. Domestic Commerce Series No. 57. 10 cents.
- Causes of Failure Among Drug Stores. Domestic Commerce Series No. 59. 5 cents.
- Prescription Department Sales Analysis in Selected Drug Stores. Domestic Commerce Series No. 61. 5 cents.

Dry Cleaning:

- Bibliography on Dry Cleaning. Special Bulletin No. 613. Free.

Dry Goods:

- Distribution of Dry Goods in the Gulf Southwest. Domestic Commerce Series No. 43. A detailed study of wholesale and retail dry goods merchandising in this region. 35 cents.
- Problems of Wholesale Dry Goods Distribution. Distribution Cost Study No. 7. An intensive study of the methods, costs, sales territories, etc., of one wholesale dry goods house. Available only for reference, in libraries or the Bureau of Foreign and Domestic Commerce and its branch offices.

Electrical:

- Domestic Market Possibilities for Electrical Merchandising Lines. Domestic Commerce Series No. 8. Available only for reference, in libraries or the Bureau of Foreign and Domestic Commerce and its branch offices.
- Problems of Wholesale Electrical Goods Distribution. Distribution Cost Study No. 9. 15 cents.
- Count of Domestic Electric Meters in the United States. By counties and cities. Free.
- Strength Table, Various American Woods. 5 cents.
- The following publications were prepared by the National Committee on Wood Utilization:

Grocery Studies:

Apparent Per Capita Consumption of Principal Foodstuffs in the United States. Domestic Commerce Series No. 38. 10 cents.

Atlas of Wholesale Grocery Territories. Domestic Commerce Series No. 7. A combined atlas and directory of the major and minor centers of distribution in the United States. A detailed statistical analysis of grocery outlets, both wholesale and retail, and trading population data for 370 markets, covering the entire United States. 15 maps in colors. $1.25.

A Survey of the Mayonnaise, Salad Dressing, and Related Products Industries. This survey is revised to 1930. Free.

Census of Food Distribution. Part I of the Louisville Grocery Survey. Distribution Cost Study No. 6. Presents a survey of food requirements, a comparative check on profits, expenses, inventories, turnover, etc., for the merchant, as a result of a survey of 2,972 retailers and 157 wholesalers in Louisville, Ky. 15 cents.

Costs, Markets, and Methods in Grocery Retailing. Part II of the Louisville Grocery Survey. Distribution Cost Study No. 8. Presents the market and retail cost analysis phases of the 26 retail grocery stores studied. 20 cents.

Merchandising Characteristics of Grocery Store Commodities. Part III of the Louisville Grocery Survey.

Section A.—General Findings and Specific Results. Distribution Cost Study No. 11. A general report on the sales, earnings, expenses, and other operations of the 26 stores studied. 20 cents.

Section B.—Perishables. Distribution Cost Study No. 12. Covers bakery products, dairy products, fresh fruits and vegetables, lard and shortening, meats and provisions, and oleomargarine. 20 cents.

Section C.—Dry Groceries. Distribution Cost Study No. 13. 30 cents.

Wholesale Grocery Operations. Part IV of the Louisville Grocery Survey. Distribution Cost Study No. 14. Covers wholesaling operations incident to serving the retail stores studied. Applicable to wholesalers in general. 20 cents.

Cost Control by Wholesale Grocers. Domestic Commerce Series No. 63. A study of 25 low-cost wholesale grocers in various parts of the country. 5 cents.

Production of Jams, Jellies, and Preserves. 1930. Includes 1929 data. Free.

The Retail Grocer's Problems. Distribution Cost Study No. 5. Analyzes the operations of an old-line independent grocer; applicable to all retailing. Offers suggestions relative to stock control, credit, delivery, site ownership, etc. 10 cents.

The Wholesale Grocer's Problems. Distribution Cost Study No. 4. A simple method of computing cost of handling individual commodities, diagnosing the "small order" and other customer problems, and fitting inventory to consumer requirements. 5 cents.

Hardware:

Hardware Distribution in the Gulf Southwest. Domestic Commerce Series No. 52. 70 cents.

Iron and Steel:

Survey of Gray-Iron Foundries. Domestic Commerce Series No. 29. 15 cents.

Jewelry:

Jewelry Distribution by Retail Jewelers. Domestic Commerce Series No. 48. 10 cents.

Jewelry Distribution: Manufacturers of Medium and Low-priced Jewelry. A summary. Free.

Laundering:

Bibliography on Laundering. Special Bulletin No. 616. Free.

Lumber:

American Douglas Fir and Its Uses. 1929. Trade Promotion Series No. 87. 20 cents.

American Pitch Pine and Its Uses. 1931. Trade Promotion Series No. 119. 10 cents.

Directory of Exporters of American Lumber. 1929. Free.

List of Books on Wholesale-Retail Lumber Trade. 1931. Free.

Lumber Market Reports. 1932. List of domestic reports, various United States sources, for lumber manufacturers. Free.

Pencil Slats and Pencil Woods. 1931. Free.

Publications for Retail Lumbermen. 1932. A list for lumber retailers. Free.

References on Veneer and Veneer Products. 1931. Free.

Retail Lumber Price Survey. Monthly release. Free.

Lumber—Continued.

Marketing of Short-Length Lumber. 10 cents.

End-Matched Softwood Lumber and Its Uses. 5 cents.

Sawdust and Wood Flour. With supplement "Sawdust, Wood Flour, Shavings, and Excelsior" (Revised March 1, 1932.) 10 cents.

Seasoning, Handling, and Care of Lumber (Consumers' Edition). 15 cents.

Grade Marking of Lumber for the Consumers' Protection. 10 cents.

Seasoning, Handling, and Care of Lumber (Distributors' Edition). 20 cents.

Seasoning, Handling, and Care of Lumber (Fabricators' Edition). 25 cents.

Survey of Nonutilized Wood in Virginia. 20 cents.

Seasoning, Handling, and Care of Lumber (Manufacturers' Edition). 30 cents.

The Sap Stains of Wood and Their Prevention. 35 cents.

You Can Make It. Volume One. 10 cents.

Small Dimension Stock, Its Seasoning, Handling and Manufacture. 20 cents.

Survey of Nonutilized Wood in North Carolina. 20 cents.

Test of Scandinavian Gang Saws on the Pacific Coast. 10 cents.

Treated Lumber, Its Uses and Economies. 15 cents.

You Can Make It For Camp and Cottage. Volume Two. 10 cents.

How to Judge a House. 10 cents.

Furniture, Its Selection and Use. 20 cents.

House Insulation, Its Economies and Application. 10 cents.

You Can Make It For Profit. 10 cents.

Survey of Nonutilized Wood in Maryland. 10 cents.

Light Frame House Construction. 40 cents.

Report of Fact-Finding Committee on Control of Airplane Hangar Fires by Automatic Application of Water. 15 cents.

Wall Boards and Insulating Boards. Free.

The Wood Pulp Problem. Free.

The Use of Wood for Rayon Production. Free.

American Chestnut: Present Stand, Location, Condition, and Future Supply. Free.

Machinery:

Knitted Outerwear Machinery in Philadelphia. Domestic Commerce Series No. 35. 10 cents.

Knitted Outerwear Machinery in Cleveland. Domestic Commerce Series No. 47. 10 cents.

Knitted Outerwear Machinery in New York City. Domestic Commerce Series No. 58. 5 cents.

Maps Showing Cost of Materials, Fuel, and Power in Industrial Production. Census figures for 1927. Map No. 5, by counties; map No. 6, by square mile area per county. Both free.

Production, Sales, and Stocks on Hand of Ensilage Machinery in the United States. 1926-27. Free.

Marking Devices:

Distribution Cost Study in the Marking Devices Industry. Free.

Motion Pictures:

Motion Pictures and Their Uses in Certain Primary and Secondary Schools in the United States. Special Bulletin EQ No. N-33. Free.

Nontheatrical Film Notes. Free.

Packing:

Paper Wrapped Packages for Parcel Post and Express Shipments. Domestic Commerce Series No. 3. 5 cents.

Fiber Containers. Domestic Commerce Series No. 10. 10 cents.

Cleated Plywood Boxes. Domestic Commerce Series No. 11. 5 cents.

Wire-bound Boxes. Domestic Commerce Series No. 12. 5 cents.

Cooperage and Steel Barrels. Domestic Commerce Series No. 13. 10 cents.

Wooden Boxes. Domestic Commerce Series No. 14. 5 cents.

Nailed Wooden Crates. Domestic Commerce Series No. 15. 5 cents.

Baling. Domestic Commerce Series No. 16. 10 cents.

Paints and Varnishes:

Domestic Market Possibilities for Sales of Paints and Varnishes. Domestic Commerce Series No. 2. Analysis of sales areas by States for the marketing of paints and varnishes. 5 cents.

Petroleum:

The Petroleum Industry in the Gulf Southwest. Domestic Commerce Series No. 44. An intensive study showing the production and consumption of crude petroleum, natural gas, natural gasoline, and refined petroleum products. 65 cents.

Public Seating:

Operations and Recent Trends in the Public Seating Industry. Free.

Radio:

Count of Radio Sets. April 1, 1930, by counties and cities. Free.

Materials Used in the Manufacture of Various Electrical and Radio Items. Free.

Merchandising Problems of Radio Retailers in 1930. Trade Information Bulletin No. 778. 10 cents.

Restaurants:

Mortality and Failure Among Restaurants in Kansas City, Mo. A brief study of turnover in ownership of restaurants. Free.

The San Francisco Restaurant Industry. An analysis of operating problems of various types of eating establishments. 5 cents.

Rubber:

Rubber and Its Use in the United States. Special Circular No. 1111. Free.

Stocks of Canvas Rubber-Soled Shoes Held by Dealers. Issued annually. Free.

Stocks of Rubber Tires and Inner Tubes Held by Dealers. Issued semiannually. Free.

Stocks of Waterproof Footwear Held by Dealers. Issued annually. Free.

United States Rubber Consumption and Stocks on Hand. Issued annually. Free.

Textiles:

Government Publications Relating to Textiles. (Revised 1931.) Free.

Production and Marketing of Southern (Spanish) Moss in the United States. Special Bulletin No. 612. Free.

United States Trade in Eel Grass and Eel Grass Products. Special Bulletin No. 603. Free.

The Solarium: Have One on the House. Free.

Transportation:

Great Lakes-to-Ocean Waterways. Domestic Commerce Series No. 4. 25 cents.

Florida Transportation Field Survey. Domestic Commerce Series No. 17. 20 cents.

Industrial Traffic Management Survey. Domestic Commerce Series No. 39. 30 cents.

Inland Water Transportation in the United States. Miscellaneous Series No. 119. 15 cents.

Inland Waterway Freight Transportation Lines in the United States. Domestic Commerce Series No. 32. 30 cents.

Uniform Through Export Bill of Lading. Trade Information Bulletin No. 593. 10 cents.

Warehouses:

The Merchandise Warehouse in Distribution. Trade Promotion Series No. 15. 10 cents.

Warehouse Contract Terms. Domestic Commerce Series No. 18. 5 cents.

GENERAL MARKET STUDIES

Market Data Handbook of the United States. Domestic Commerce Series No. 30. Contains, for each county in the United States, the statistical facts for market analysis and evaluation. Four valuable wall-size maps are inclosed. $2.50.

General Consumer Market Statistics. Supplement No. 1 to the Market Data Handbook of the United States. Census figures for 1929–30 by States and counties. Domestic Commerce Series No. 56. 60 cents.

Commercial Survey of the Gulf Southwest. See Cotton, Dry goods, Hardware, and Petroleum.

Commercial Survey of New England:

Part I.—The Industrial Structure of New England. Domestic Commerce Series No. 28. A study of industrial New England, with an analysis of the factors contributing to its industrial life. $1.30.

Part II.—Commercial Structure of New England. Domestic Commerce Series No. 26. An analysis of buying habits, merchandising practices, marketing areas, and other phases of the commerce of this region. 95 cents.

Commercial Snrvey of New England—Continued.

Part III.—Market Data Handbook of New England. Domestic Commerce Series No. 24. Detailed statistics of New England, designed to be of special use in preparing market analyses. $1.75.

The Retailer and Consumer in New England. Trade Information Bulletin No. 575. Analysis of retail outlets and consumer preferences in this region. Two chapters from the Commercial Structure of New England. 10 cents.

New England Manufactures in the Nation's Commerce. Trade Information Bulletin No. 582. Extent, relative importance, and trend of development of manufactures in this region. Is contained in the Industrial Structure of New England. 10 cents.

The External Trade of New England. Domestic Commerce Series No. 22. An analysis of the movement of commodities into and out of New England by rail and water routes. 10 cents.

Commercial Survey of the Pacific Southwest. Domestic Commerce Series No. 37. A study of the economic factors of the Pacific Southwest, containing statistical data which have been subjected to expert analysis by commercial and economic authorities so as to be of the highest practical value. $1.85.

Commercial Survey of the Pacific Northwest. Domestic Commerce Series No. 51. A regional study providing data for formulating sound and profitable sales policies in that area. $1.

Commercial Survey of the Philadelphia Marketing Area. Domestic Commerce Series No. 1. Includes a statistical appendix giving aid for the marketing of goods in this territory. 20 cents.

Commercial Survey of the Southeast. Domestic Commerce Series No. 19. A survey designed to bring out the special characteristics contributing to market possibilities in North and South Carolina, Georgia, Alabama, Florida, and eastern Tennessee. $1.

Concentration of Markets for Consumer Commodities. Covers the State of Massachusetts. Free.

An Aid for Analyzing Markets in Connecticut. Helps to plan sales and advertising effort in Connecticut. 5 cents.

Foreign Trade Survey of New England. Domestic Commerce Series No. 40. 15 cents.

Transcontinental and Intercoastal Trade of the Pacific Southwest. Domestic Commerce Series No. 25. 25 cents.

Suggestions for Outline of a City Survey. Domestic Commerce Series No. 45. Contains suggestions and major factors which should be incorporated in the preparation of a city survey. 5 cents.

A Basis for Establishing Industrial Sales Territories. Domestic Commerce Series No. 60. A condensed presentation of statistics and maps regarding that portion of the industrial market accounted for by manufacturing establishments. 10 cents.

A Basis for Supervision of Industrial Sales Personnel. Domestic Commerce Series No. 62. Presents the experience of an organization in routing and scheduling salesmen. 10 cents.

RESEARCH AND TRADE ASSOCIATIONS

Market Research Sources. Domestic Commerce Series No. 55. A bibliography and directory of market research agencies in the United States and a list of studies available from each agency. Published biennially. 30 cents.

Commercial and Industrial Organizations of the United States. Domestic Commerce Series No. 5. A list of trade associations and similar organizations. 1931 edition. 85 cents.

Trade Association Activities. Domestic Commerce Series No. 20. A description of the constructive activities of trade associations. 75 cents.

STATISTICAL PUBLICATIONS

Commerce Yearbook. Issued annually in two volumes. Volume I contains a review of the industry and commerce of the United States with comparative tables and charts. Volume II gives similar information for foreign countries.

Foreign Commerce and Navigation. Annual statistics of the commerce and navigation of the United States with foreign countries. Shows exports and imports by articles, countries, and customs districts.

Monthly Summary of Foreign Commerce of the United States. Issued about 35 days after close of each month; contains export and import statistics in sufficient detail for business men. Subscription price, $1.25 per year.

Statistical Abstract of the United States. A digest of data collected by all statistical agencies of the National Government, as well as those of a considerable number of private agencies and some of the States. (Annual.)

DAMAGED PAGE(S)

Survey of Current Business. A monthly publication presenting current statistics of industry and trade. Supplemented by weekly and annual reports. $1.50 per year.
How to Use Current Business Statistics. Methods of using and interpreting current business statistics. 15 cents.

MISCELLANEOUS

Negro Business:
A List of Negro Hotels. Free.
A List of Negro Newspapers, Magazines, Trade Journals, and Press Services in the United States. Free.
Prison-made Goods:
Prison Industries. Domestic Commerce Series No. 27. 20 cents.

HOW TO OBTAIN PUBLICATIONS

Publications distributed by sale can be secured more quickly and conveniently by applying to the nearest district or cooperative office of the Bureau of Foreign and Domestic Commerce (listed below) or from the Superintendent of Documents, Government Printing Office, Washington, D. C. The cost should be remitted by coupon, money order, express order, or New York draft. Currency is sent at the sender's risk; postage stamps and uncertified checks can not be accepted. Coupons that are good until used in exchange for publications are sold by the Superintendent of Documents and may be purchased from his office in sets of 20 for $1.

Bulletins and circulars for free distribution can be secured by applying to the nearest district or cooperative office of the Bureau of Foreign and Domestic Commerce. If the supply is exhausted it is possible that a copy can be loaned.

The following district and cooperative offices of the Bureau of Foreign and Domestic Commerce have available for reference, distribution, or purchase all publications listed on preceding pages:

Atlanta: 504 Post Office Building.
Baltimore: 22 Light Street.
Birmingham: 257 Federal Building.
Boston: 1800 Customhouse.
Buffalo: Chamber of Commerce Building.
Charleston, S. C.: Chamber of Commerce B...
Charlotte: 206 Mint Building.
Chattanooga: Manufacturers' Association.
Chicago: Suite 1706, 201 North Wells Street.
Cincinnati: Chamber of Commerce.
Cleveland: Chamber of Commerce.
Dallas: Chamber of Commerce Building.
Denver: 224 Customhouse.
Des Moines: 105 Federal Building.
Detroit: 2213 First National Bank Building.
El Paso: Chamber of Commerce Building.
Galveston: Cotton Exchange Building.
Houston: Chamber of Commerce Building.
Indianapolis: Chamber of Commerce Building.
Jacksonville: Chamber of Commerce Building.
Kansas City: Care of Chamber of Commerce.
Los Angeles: 1163 South Broadway.
Louisville: 421 West Market Street.
Memphis: 229 Federal Building.
Milwaukee: 461 Post Office Building.
Minneapolis: 213 Federal Building.
Mobile: 154 St. Francis Street.
Newark: Chamber of Commerce.
New Orleans: 225–A Customhouse.
New York: 734 Customhouse.
Norfolk: 406 East Plume Street.
Philadelphia: 20 South Fifteenth Street.
Pittsburgh: Chamber of Commerce Building.
Portland, Oreg.: 215 New Post Office Building.
Rochester: Chamber of Commerce.
St. Louis: 506 Olive Street.
Salt Lake City: Chamber of Commerce Building.
San Francisco: 311 Customhouse.
Seattle: 1406 Vance Building.
Wilmington, Del.: 409 Equitable Building.

○

Date Due

Mar 23

254 Un33
U.S. Bur of X o D C.
Practical aids . . .
FEBR61 61933 Nusbaum

MSH 05415

NEH JAN 12 1936

COLUMBIA UNIVERSITY LIBRARIES
0041425030

DEC 29 1932

END OF TITLE